Program Evaluation at the Department of State

Evaluation Initiative

Taking Measure of Diplomacy

Key Drivers for Evaluation Policy

- Secretary Clinton's focus:

  *"We need to emphasize results,
     and not merely aspirations"*

- Provide inputs for **policy and planning decisions**

- Inform decision-making and **performance accountability** through program analysis and evaluation

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Key Drivers for Evaluation Policy

- **GPRA Modernization Act** expands use of evaluation, making it more prominent and important

- Document **program impact**, identify **best practices**, and help assess **return on investment**

- Assure performance and accountability for the **American people**
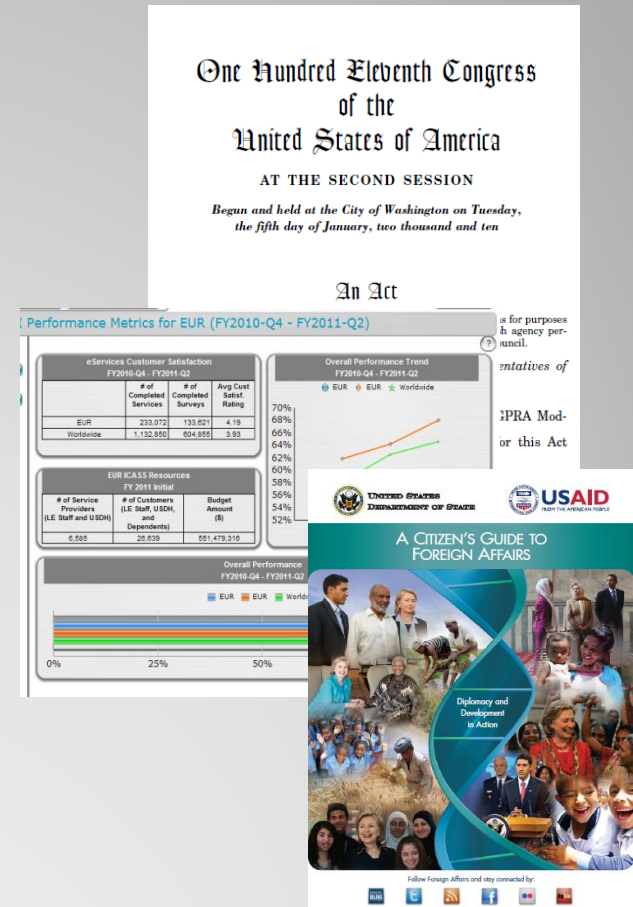
Policy into Action

- Start with evaluating programs/projects with **major** programmatic or budgetary **priorities**

- **Long term goal** to evaluate **all programs** (including grant and contract-funded programs/projects) at least once in their lifetime

- Each bureau develops annual **Evaluation Plan**

- Evaluation discussed in Bureau Strategic and Resource Plan (BSRP) **Assistant Secretary Statement**

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Policy into Action

- **Inventory** of evaluations now to be collected with Annual Performance Plan (APP) data call – evaluation linked to performance

- Program managers need to **identify resources** for evaluation as part of contract and grant planning

- Policy **does not alter** existing/routine **monitoring** and performance procedures for grants and contracts

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Policy into Action

- **Building Capacity**:

  ☐ Intra-agency *portal* with guidelines, templates and tools to facilitate planning and management of evaluations

  ☐ Monthly *Evaluation Discussion Series*

  ☐ Annual *Evaluation Conference*

  ☐ Develop Indefinite Quantity Contract (*IQC*):

   GSA's MOBIS (Mission Oriented Business Integrated Services) multiple award schedule

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Policy into Action

- **Building Capacity**:

  ❑ Establish State *cadre of experts* (core group from bureaus with extensive evaluation experience) to assist others conducting program evaluations

  ❑ Provide *technical expertise*, e.g.
  - ➤ Research questions
  - ➤ Statements of Work
  - ➤ Methodologies

India

Sudan

Congo

Haiti

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Policy into Action

- **Building Capacity**:

  ❑ Create *Evaluation Training Workshops*

  ▪ Partner with USAID
  - ➢ Course for program managers
  - ➢ Course for specialists

  ▪ Work with FSI to develop and expand evaluation training

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Moving Forward/Lessons Learned

- Engage with **senior officials** early and regularly

- **Consult** with evaluators and program **managers** to
  - ❑ define *goals* for development
  - ❑ implement evaluation *guidelines*

- Promote and facilitate training and **development of staff** to effectively plan and manage evaluations

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Moving Forward/Lessons Learned

- Provide **"how to" examples** of evaluation information informing policy decisions, changes in program design or shifts in program implementation

- Carve out **evaluation resources** as an integral part of program design and planning

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Outcome of Process

- **Improve decisions** about programs that

  - ❑ function well

  - ❑ need to be changed

  - ❑ need to be dropped

- **Change organizational culture** toward greater program accountability

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